



Government of the District of Columbia
Anthony A. Williams, Mayor

Department of Housing and Community Development

Strategic Business Plan

FY 2004-2005

**Department of Housing and Community
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Agency Mission

The Mission of the Department of Housing and Community Development is to be a catalyst in neighborhood revitalization by strategically leveraging public funds with private and non-profit partners for low-to-moderate income DC residents. The department promotes the preservation, rehabilitation and development of housing, increases home ownership, and supports community and commercial initiatives.

Issue Statements

Issue Statement #1: As the quantity of existing housing stock for low-moderate income persons ages and shrinks (including expiration of Section 8 and other Federal subsidies) due to obsolescence and market competition, DHCD will be increasingly challenged to help low-moderate income persons maintain the cost of their current homes, purchase new homes or to afford decent rentals.

Issue Statement #2: As the City becomes a more desirable place to live, persons of higher incomes are moving into DC and are competing for limited amount of housing, which is leading to economic displacement of low-moderate income households in some neighborhoods. This competition for limited housing stock may make it necessary for DHCD to provide deeper subsidies for low-to-moderate income home seekers, which could reduce the number of homeowners assisted with limited resources.

Issue Statement #3: As the scarcity of housing increases, homeownership and rental costs increase, and the population of DC ages, there will be a greater demand for special needs and elderly housing, as well as housing for larger families, which entails a greater cost. If deeper subsidies are needed to support these types of housing units, it will reduce the number of units that can be produced with existing resources.

Issue Statement #4: Where new affordable housing is being built, businesses and business development have not kept pace in those neighborhoods, continuing the loss of tax revenue as residents living there must go outside the District for retail opportunities, thus decreasing the long-term stability of these neighborhoods. DHCD must develop and execute a strategy with ODMPED and local CDCs to attract local businesses to specific development areas.

Issue Statement #5: New initiatives from the Administration and newly created funding sources have created opportunities and raised expectations of all DC stakeholders – including citizens, developers, advocates and government leaders – for the creation and preservation of affordable housing. DHCD will face ongoing challenges to balance these new expectations against regulatory requirements, funding availability, and government capacity to address housing needs within a realistic timeframe and economic environment.

Issue Statement #6: The high level of public scrutiny and regulatory oversight challenges DHCD to change and improve systems for program delivery to better serve low-moderate income persons while restoring public confidence in the Department.

Issue Statement #7: The current structure of centrally delivered support services to agencies requires the need for better communication, information sharing and collaboration, to enable the agency to more efficiently & effectively deliver services.

Issue Statement #8: As the District progresses further into performance-based budgeting and management, new/enhanced skills and ideas will be required of staff to meet customers' growing expectations for service delivery

Strategic Result Goals

Strategic Result Goal #1 (ties to Issue Statement #1 and #2)*

Between FY 2004 and FY 2006, DHCD will increase home ownership for low-to-moderate income residents by:

- Conversion of over 600 units of rental housing to condominium or cooperative homeownership – thereby both promoting home ownership and protecting currently renting low-moderate income households from displacement.
- Providing more than 700 HPAP loans to first-time homebuyers.
- Funding the counseling of 12,000 households for home ownership or housing crisis assistance, to help families become homeowners or retain their housing situation

Strategic Result Goal #2 (ties to Issue Statement #1, #2 and #3)*

Between FY 2004 and FY 2006, DHCD will preserve and increase the supply of affordable housing for renters and owners by:

- Financing the rehabilitation of more than 3,000 multi-family and 100 single family units so that these units can provide safe and sanitary housing for current and new residents
- Financing the construction of 600 new single and multi-family units, including more than 100 special needs units, to improve the financial and physical accessibility of housing

Strategic Result Goal #3 (ties to Issue Statement #1, #2, #3, #5, and #6)

Each year, DHCD will commit and spend its allocation of Federal funds in a timely manner.

- Commit HOME funds within 2 years of receipt
- Spend HOME funds within 5 years of receipt
- Maintain CDBG letter of credit balance within the 1.5 limit annually
- Spend ESG funds within 2 years of receipt

Strategic Result Goal #4 (ties to Issue Statement #4)*

Between FY 2004 and FY 2006, DHCD will fund neighborhood revitalization efforts in targeted areas by

- Assist 10-15 businesses with micro-loans, either directly or through City First Bank or HSCDC, to support business and job expansion
- Finance the provision of technical assistance to more than 900 small businesses
- Finance job training and support linked to development investments for more than 400 individuals, as well as creating or retaining jobs through DHCD-financed development projects

Strategic Result Goal #5 (ties to Issue Statement #6, #7 and #8)

In FY 2004 and beyond, DHCD will improve the reliability of information by establishing a communications system that includes:

- A review of all SLAs and MOUs between DHCD and central support agencies on an ongoing basis
- Establishment of quarterly information sessions with all employees regarding agency finances and performance
- Continuation of weekly financial coordination sessions with the Comptroller, the Director and managers
- Participation in Interagency workgroups to address on-going or developing issues with HDS and IDIS
- Creation and maintenance of an intranet that meets the needs of the Department and complies with OCTO standards

Strategic Result Goal #6 (ties to Issue Statement #5, #6, #7 and #8)

By FY 2006, DHCD will retain and recruit a well-trained workforce to meet customer expectations and needs by:

- Continuing its agency-wide training initiative in FY 2004

* Note: achievement of these goals assumes a minimum of level funding from the U.S. Department of Housing and Urban Development and local appropriations for each year. Actual production may be reduced in out-years if the cost of needed per-unit subsidies rises in response to increased real estate costs.

- Identifying the skill sets needed to meet agency mission in FY 2004
- Assess employee knowledge, skills and abilities in FY 2004
- Reviewing and updating 33 percent of agency job descriptions each year
- Implementing 70 percent of employees' IDPs in FY 2004, and the remaining 30 percent in FY 2005
- Ensure that 100 percent of employees receive a satisfactory or above on their performance evaluations and meet their training goals by the end of FY 2005.

Program and Activity Structure

PROGRAMS

- I. Program 1: Homeownership and Home Rehabilitation Assistance
- II. Program 3: Affordable Housing/Real Estate Development
- III. Program 2: Neighborhood Investment
- IV. Program 4: Emergency Shelter Grant Management
- V. Program 5: Economic and Commercial Development
- VI. Program 7: Agency Management
- VII. Program 6: Program Monitoring and Compliance

I. PROGRAM: HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE

A. ACTIVITY: Home Purchase Assistance Program

- 1) Service: Homebuyer Loans
- 2) Service: Loan Reviews
- 3) Service: Income Reviews
- 4) Service: Loan Repayment Reviews
- 5) Service: Contract Management Services
- 6) Service: Program Guideline Reviews
- 7) Service: Loan Subordinations
- 8) Service: Homebuyer Training Classes

B. ACTIVITY: Single Family Residential Rehabilitation Program

- 1) Service: CBO Referrals
- 2) Service: Underwriting Loans
- 3) Service: Inspections (contracted)
- 4) Service: Bid Letters
- 5) Service: Bid Reviews
- 6) Service: Single Family Residential Rehab Loans
- 7) Service: Post-Construction Inspections (contracted)
- 8) Service: Payment Monitoring Services
- 9) Service: Close Outs
- 10) Service: Subordinate Loans

C. ACTIVITY: Homestead Housing Preservation Program

- 1) Service: Homestead Loans
- 2) Service: Property Eligibility Reviews
- 3) Service: Title Search Requests
- 4) Service: Lien Holder Research Services
- 5) Service: Mennonite Notices
- 6) Service: Tax Deeds
- 7) Service: Title Acquisitions
- 8) Service: Inspections (contracted)
- 9) Service: Architectural Inspections (contracted)
- 10) Service: Lottery Ads
- 11) Service: RFP Reviews for Commercial and Multi-Family Projects
- 12) Service: Applicant Reviews
- 13) Service: Lottery Eligibility Reviews
- 14) Service: Underwriting Services
- 15) Service: Lotteries
- 16) Service: Housing Counseling Services (contracted)
- 17) Service: Property Maintenance Contract Management

18) Service: On-Going Monitoring Services

D. ACTIVITY: Home Ownership Development Incentive Fund

- 1) Service: Grants
- 2) Service: Payment Document Reviews

II. PROGRAM: AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT

A. ACTIVITY: DFD Project Funding

- 1) Service: Application Confirmations
- 2) Service: Application Completeness Reviews
- 3) Service: Project Management Kickoff Meetings
- 4) Service: Environmental Review Requests
- 5) Service: Construction Overviews
- 6) Service: Monitoring Overviews
- 7) Service: Post-Project Completion Compliance Services
- 8) Service: Underwriting Memos
- 9) Service: Architectural Overviews
- 10) Service: Monitoring Reports
- 11) Service: Funding Request Presentations
- 12) Service: Rejection Letters
- 13) Service: Approval Letters
- 14) Service: Commitment Letters
- 15) Service: Loan Closings
- 16) Service: Project Monitoring Services

B. ACTIVITY: Tenant Apartment Purchase Activity

- 1) Service: Contractor Referrals
- 2) Service: Outreach Services
- 3) Service: Vendor Contracts
- 4) Service: Contractor Payments
- 5) Service: Contractor Compliance Services
- 6) Service: Tenant Association Meetings
- 7) Service: Seed Money Loan Application Reviews
- 8) Service: Earnest Money Loan Application Reviews
- 9) Service: Acquisition Money Loan Application Reviews
- 10) Service: Loan Underwriting Services
- 11) Service: Loan Appraisals
- 12) Service: Commitment Letters
- 13) Service: Loan Closings
- 14) Service: Fund Disbursements
- 15) Service: Loan Monitoring Services
- 16) Service: Inspections
- 17) Service: Property Management Services
- 18) Service: Tenant Association Education Services
- 19) Service: Bulk Purchasing Services

C. ACTIVITY: Real Estate Acquisition and Development

- 1) Service: Land Disposition RFP Preparations
- 2) Service: Unsolicited Proposal Evaluations
- 3) Service: Solicited Proposal Evaluations
- 4) Service: Appraisals
- 5) Service: Exclusive Rights Agreements (ERAs)/Option Agreements
- 6) Service: Land Disposition Agreements (LDAs)
- 7) Service: Real Estate Closings
- 8) Service: Environmental Closings

- 9) Service: Contract Negotiations
- 10) Service: Eminent Domain Purchases

D. ACTIVITY: **Title VI Housing Act**

- 1) Service: Transfer to Office of Tax and Revenue

III. PROGRAM: **NEIGHBORHOOD INVESTMENT**

A. ACTIVITY: **Neighborhood Based Activities**

- 1) Service: RFAs
- 2) Service: Pre-Proposal Conferences
- 3) Service: Proposal Reviews
- 4) Service: Grant Awards
- 5) Service: Project Management Services
- 6) Service: Facades (contracted)
- 7) Service: Home Rehabilitations (contracted)
- 8) Service: Training Classes (contracted)
- 9) Service: Job Placements (contracted)
- 10) Service: Youth Services (contracted)
- 11) Service: Technical Assistance Services (contracted)
- 12) Service: Housing Counseling Services
- 13) Service: Eviction and Displacement Counseling Services
- 14) Service: Housing Application Assistance Services
- 15) Service: Household Budgeting Training Classes
- 16) Service: Legal Support Services
- 17) Service: Section 8 Rental Voucher Assistance Services
- 18) Service: Tenant Assistance Services with Expiring Section 8 Housing
- 19) Service: Homebuyer Counseling Services
- 20) Service: Mortgage Default Counseling Services

IV. PROGRAM: **EMERGENCY SHELTER GRANT MANAGEMENT PROGRAM**

A. ACTIVITY: **Emergency Shelter Grant Management Program**

- 1) Service: Contract Compliance Monitoring Services
- 2) Service: ESG Program Management Services
- 3) Service: Payment Distributions
- 4) Service: ESG Performance Reports (DHCD)
- 5) Service: HDS Reports (HUD)
- 6) Service: Environmental Review Requests

V. PROGRAM: **ECONOMIC AND COMMERCIAL DEVELOPMENT**

A. ACTIVITY: **Economic Development**

- 1) Service: Section 108 Loans
- 2) Service: Microbusiness Loans
- 3) Service: Environmental Assessments
- 4) Service: Underwriting Loans
- 5) Service: Loan Servicing

B. ACTIVITY: **Real Estate Services and Property Management**

- 1) Service: Contract Management Services
- 2) Service: MOUs
- 3) Service: Appraisals (contracted)
- 4) Service: Title Searches (contracted)
- 5) Service: Appraisal/Title Search Reviews

- 6) Service: Property Visits
- 7) Service: Maintenance and Security Services
- 8) Service: Relocation Services

C. **ACTIVITY: National Capital Revitalization Corporation**

- 1) Service: Transfer to the National Capital Revitalization Corporation

VI. **PROGRAM: AGENCY MANAGEMENT PROGRAM**

A. **ACTIVITY: Personnel**

- 1) Service: Workforce Plans
- 2) Service: Candidate Selection Recommendations
- 3) Service: Recruitment Plans
- 4) Service: Job Postings
- 5) Service: Job Analyses and Classification
- 6) Service: Personnel Policy Interpretations
- 7) Service: Personnel Policy Recommendations
- 8) Service: Legal and Regulatory Interpretations
- 9) Service: Personnel Policy and Procedure Updates
- 10) Service: Employee Complaint/Grievance Investigation Reports
- 11) Service: Grievance Hearings
- 12) Service: Employee Interviews
- 13) Service: Benefit Consultations
- 14) Service: Employee Inquiry Responses
- 15) Service: Organization Development Facilitations and Consultations
- 16) Service: Other

B. **ACTIVITY: Training and Employee Development**

- 1) Service: Training Classes, Seminars and Workshops
- 2) Service: Occupational Certification Sessions
- 3) Service: Computer-based Training Sessions
- 4) Service: Tracking System
- 5) Service: Internal Educational Consulting Sessions
- 6) Service: Employee Handbooks
- 7) Service: Training Assessments
- 8) Service: Program Management (Special Programs)
- 9) Service: Other

C. **ACTIVITY: Labor Management Partnerships**

- 1) Service: Labor-Management partnership action plans
- 2) Service: Labor-Management partnership best practices
- 3) Service: L-M Partnership Communication/Promotional materials (e.g. newsletter)
- 4) Service: Other

D. **ACTIVITY: Contracting and Procurement**

- 1) Service: Contract Preparation, Administration, Monitoring and Compliance
- 2) Service: Bid Requests/Recommendations
- 3) Service: Change Orders
- 4) Service: Technical Assistance
- 5) Service: Purchase Reports
- 6) Service: Other

E. **ACTIVITY: Property Management**

- 1) Service: Strategic planning
- 2) Service: Site Acquisition

- 3) Service: Lease Negotiations
- 4) Service: Lease management
- 5) Service: Lease administration
- 6) Service: Space planning
- 7) Service: Space Allocations
- 8) Service: Utility Management
- 9) Service: Fixed Cost Projections
- 10) Service: Security Services
- 11) Service: Emergency Response
- 12) Service: Relocation Support
- 13) Service: Facility Services
- 14) Service: Contract Management
- 15) Service: Postal Services
- 16) Service: Capital Construction
- 17) Service: Parking Services
- 18) Service: Facility Coordination
- 19) Service: Furniture Relocations
- 20) Service: Recycling Services
- 21) Service: Other

F. ACTIVITY: Information Technology^{*}

- 1) Service: Computer Installation, Repair, Upgrades and Preventative Maintenance Service Calls
- 2) Service: Computer Hardware/Software Support
- 3) Service: Programming
- 4) Service: LAN Maintenance
- 5) Service: Software Licenses and Upgrades
- 6) Service: Long Range Information Systems Plans
- 7) Service: Website Hosting and Management
- 8) Service: Email Accounts
- 9) Service: Other

G. ACTIVITY: Financial Services

- 1) Service: Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring
- 2) Service: Revenue and Expenditures Tracking Reports
- 3) Service: Revenue and Expenditure Estimates (FRP)
- 4) Service: Annual Financial Report
- 5) Service: Capital Project/Grant Closeouts
- 6) Service: Grant Management/Allocations
- 7) Service: Budget Variance Analyses
- 8) Service: Budget Change Requests
- 9) Service: Fund Certifications
- 10) Service: Activity Management
- 11) Service: Other

H. ACTIVITY: Risk Management

- 1) Service: Risk Assessments
- 2) Service: Risk Mitigation Plans
- 3) Service: Risk Reduction Policies
- 4) Service: Incident Analyses
- 5) Service: Risk Mitigation Plan Audits
- 6) Service: Other

^{*} DHCD's Information Technology Unit does not provide the "Telephone Service Repairs" service.

I. ACTIVITY: Legal Services

- 1) Service: Legal Sufficiency Reviews
- 2) Service: Statutory & Regulatory Interpretations
- 3) Service: Audits
- 4) Service: Claims Reviews
- 5) Service: Legal Opinions
- 6) Service: Copies of Laws & Regulations
- 7) Service: Regulation Drafts
- 8) Service: Contract Reviews
- 9) Service: Consultations
- 10) Service: Research Opinions
- 11) Service: Liaisons to Office of Corporation Council (OCC)
- 12) Service: Other

J. ACTIVITY: Fleet Management

- 1) Service: Preventive Maintenance Schedules (PMs)
- 2) Service: Bid Requests
- 3) Service: Motor Pool Cars
- 4) Service: Long Term Vehicle Leases
- 5) Service: Vehicle Rentals
- 6) Service: Other

K. ACTIVITY: Communications^{*}

- 1) Service: Newsletters
- 2) Service: Informational Bulletins
- 3) Service: Informational Meetings
- 4) Service: New Employee Packages
- 5) Service: Internal Council/Forum Sessions/Meetings
- 6) Service: Media Request Responses
- 7) Service: Promotional Campaigns
- 8) Service: Posters, Brochures, and Newsletters
- 9) Service: Supported Special Events
- 10) Service: Speaking Engagements
- 11) Service: Media Outreach Services
- 12) Service: Website Content
- 13) Service: Workshops
- 14) Service: Freedom of Information Act (FOIA) Reports
- 15) Service: Congressional Inquiry Responses
- 16) Service: Council inquiry Responses
- 17) Service: Other

L. ACTIVITY: Customer Service

- 1) Service: Telephone Number Verifications
- 2) Service: Performance Data and Trend Analysis Reports
- 3) Service: Internal Quality Assurance Monitoring Services
- 4) Service: Agency Call Center Responses (Where Applicable)
- 5) Service: Agency Call Center Intakes (Where Applicable)
- 6) Service: Acknowledgment Letters to Constituents
- 7) Service: Letter Routing and Tracking Services
- 8) Service: Customer Service Technology System Installations
- 9) Service: Customer Service Technology System Training Sessions
- 10) Service: Customer Service Business Partner Sessions
- 11) Service: Customer Service Information Reference Materials
- 12) Service: Customer Service Public Service Announcements

^{*} DHCD's Office of Strategy and Communications does not provide the "School Curricula" and "School Patrols" services.

- 13) Service: Delivery Schedules
- 14) Service: Customer Service Awards and Acknowledgements
- 15) Service: Agency-specific Customer Surveys

M. ACTIVITY: **Performance Management**

- 1) Service: Agency Strategic Business Plans (Biennial)
- 2) Service: Performance Contracts (Annual)
- 3) Service: Monthly Performance Reports
- 4) Service: Performance Accountability Plans (Incorporated Into Budget)
- 5) Service: Performance Accountability Reports to Council
- 6) Service: Scorecards
- 7) Service: Neighborhood Cluster Database

VII. PROGRAM: **PROGRAM MONITORING AND COMPLIANCE**

D. ACTIVITY: **Contract Compliance**

- 1) Service: Environmental Reviews
- 2) Service: Compliance Checklists
- 3) Service: Site Visits
- 4) Service: Compliance Reviews
- 5) Service: Progress Payment Reviews
- 6) Service: Fair Housing Compliance and Outreach Services

E. ACTIVITY: **Quality Assurance**

- 1) Service: Monitoring Review Reports
- 2) Service: Site Visits
- 3) Service: HUD/IG Responses
- 4) Service: Audit Liaison Services

Program Purpose Statements and Results

PROGRAM - HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE*

The Homeownership and Home Rehabilitation Assistance program primarily supports the Citywide Strategic Priority area of *Economic Development*. The purpose of Homeownership and Home Rehabilitation Assistance Program is to provide financial assistance for low and moderate-income households for the purpose of first-time home purchase and/or home rehabilitation and preservation.

Key Result Measures:

- Rate of households receiving Home Purchase Assistance Program (HPAP) down payment and closing cost assistance (FY04 target: 30; FY05 target: 33)
- Rate of households receiving single-family home rehabilitation assistance to new qualified applications for assistance (FY04 target: 33; FY05 target: 50)
-

PROGRAM - AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT

The Affordable Housing/Real Estate Development program primarily supports the Citywide Strategic Priority area of *Economic Development*. The purpose of the Affordable Housing/Real Estate Development program is to provide financial resources to compliment those available in the private sector to developers and tenant associations in order to build and rehabilitate community infrastructure, provide quality and affordable rental and homeownership housing.

Key Result Measures:

- Percentage of RFP funds allocated by end of fiscal year (FY04 target: 75%; FY05 target: 90%)
- Percentage of targeted multi-family housing units funded for rehabilitation (FY04 target: 100; FY05 target: 100)
- Percent of targeted new housing units funded through construction assistance loans/grants (FY04 target: 100; FY05 target: 100)
- Percent of target number families assisted to convert apartments (FY04 target: 100; FY05 target: 100)
- Percent of tenant organizations and households provided training, management and other assistance for first right to purchase and apartment conversion (FY04 target: 100; FY05 target: 100)

PROGRAM - NEIGHBORHOOD INVESTMENT

The Neighborhood Investment program primarily supports the Citywide Strategic Priority area of *Economic Development*. The purpose of the Neighborhood Investment Program is to provide funding for Neighborhood-Based Activities to neighborhood-based agencies. Services funded may include: (1) technical and commercial development assistance to businesses; and (2) housing counseling, economic opportunities, and neighborhood services to income-qualified residents.

Key Result Measures:

- Percent of neighborhood businesses applying for technical assistance services to those for which services are successfully provided (FY04 target: 98; FY05 target: 98)
- Percent of households applying for housing counseling services to those for which services are successfully provided (FY04 target: 96; FY05 target: 96)

* The agency Key Result Measures reflect updates agreed upon during the FY 2005 budget development process. Please refer to the agency's budget chapter in the FY 2005 Proposed Budget and Financial Plan for details regarding specific Key Result Measures.

PROGRAM - * EMERGENCY SHELTER GRANT MANAGEMENT

The Emergency Shelter Grant Management program primarily supports the Citywide Strategic Priority areas of *Economic Development*, *Safe Passages: Healthy Families, Children, Youth, and Individuals*, and *Making Government Work*. The purpose of the Emergency Shelter Grant Management Program is to provide oversight, funding and compliance monitoring services to Community Partnership for the Prevention of Homelessness in order to prevent homelessness and enable individuals and families to move toward independent living.

Key Result Measures:

- Percent of Emergency Shelter Grant (ESG) funds appropriately spent within two years of receipt (FY04 target: 100%; FY05 target: 100%)
- Percent of households assisted with eviction-prevention grants (FY04 target: 100; FY05 target: 100)
- Percent of households provided shelter in 45-unit shelter supported by the ESG grant (FY04 target: 100; FY05 target: 100)

PROGRAM - ECONOMIC AND COMMERCIAL DEVELOPMENT

The Economic and Commercial Development program primarily supports the Citywide Strategic Priority area of *Economic Development*. The purpose of the Economic and Commercial Development Program is to provide commercial funding to business entities and real estate services on behalf of potential developers in order to promote economic investment in neighborhoods.

Key Result Measures:

- Percent of micro-loan applications provided through H Street CDC (FY04 target: 100; FY05 target: 100)
- Percent inventory of properties maintained on schedule (FY04 target: 75%; FY05 target: 75%)

PROGRAM - AGENCY MANAGEMENT

The Agency Management Program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve operational and programmatic results.

Key Result Measures:

- Dollars saved by agency-based labor management partnership project(s) (not applicable to DHCD's situation)
- Percent variance of estimate to actual expenditure (FY04 target: <5%; FY05 target: <5%)
- Cost of Risk (FY04 target: TBD; FY05 target: TBD)
- Rating of 4-5 on all four telephone service quality criteria: Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
- Percent of Key Result Measures Achieved (FY04 target: 70%; FY05 target: 70%)

* Measures negotiated each grant year; '03 measures included eviction prevention, family shelter support and renovation.

PROGRAM - MONITORING AND COMPLIANCE

The Monitoring and Compliance program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of Monitoring and Compliance is to provide oversight of DHCD programs and projects in order to ensure compliance and overall effectiveness of operations.

Key Result Measures:

- Percent of Environmental Reviews (Ers) completed within 45 days (FY04 target: 80%; FY05 target: 80%)
- Percent reduction of CAFR, A133 and HUD findings (DHCD & Contractors) (FY04 target: 50%; FY05 target: 50%)

Activity Purpose Statements and Performance Measures

PROGRAM	HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE
Activity	Home Purchase Assistance Program (HPAP)
Activity Purpose Statement	The purpose of the HPAP activity is to provide down payment and closing cost assistance to low, lower and moderate income District residents so they can become first-time homebuyers in the District of Columbia.
Services that Comprise the Activity	Homebuyer Loans Post-Loan Reviews Income Reviews Loan Repayment Reviews Contract Management Services Program Guideline Reviews Loan Subordinations Homebuyer Training Classes
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>Rate of households receiving Home Purchase Assistance (HPAP) down payment and closing cost assistance (FY04 target: 30; FY05 target: 33)</i></p> <p>Outputs: 240 loans awarded</p> <p>Demand: N/A</p> <p>Efficiency: \$4,000 per first time buyer loan awarded</p>
Responsible Program Manager	Robert Mulderig, Deputy Director, Residential and Community Services
Responsible Activity Manager	Carlynn Fuller, Acting Administrator, HPAP and Homestead Programs
FY 2005 Budget (Gross Funds)	\$10,344,293
FTE's	4

PROGRAM	HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE
Activity	Single Family Residential Rehabilitation
Activity Purpose Statement	The purpose of the Single Family Residential Rehabilitation activity is to provide rehabilitation loans and grants to income-qualified owner-occupant DC residents in order to preserve homeownership in the District.
Services that Comprise the Activity	CBO Referrals Underwriting Loans Inspections (contracted) Bid Letters Bid Reviews Single Family Residential Rehab Loans Post-Construction Inspections (contracted) Payment Monitoring Services Close Outs Subordinate Loans
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>Rate of single households receiving single-family home rehabilitation assistance to new qualified applications for assistance (FY04 target: 33; FY05 target: 50)</i> 75% of loans that are closed within 120 days from preliminary approval</p> <p>Outputs: 35 Single Family Rehabilitation Loans</p> <p>Demand: N/A</p> <p>Efficiency: \$0.40 to deliver one dollar of subsidy</p>
Responsible Program Manager	Robert Mulderig, Deputy Director, Residential and Community Services
Responsible Activity Manager	Paul Cohn, Interim Program Manager, Single Family Residential Rehabilitation Program
FY 2005 Budget (Gross Funds)	\$3,243,771
FTE's	5

PROGRAM	HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE
Activity	Homestead Housing Preservation
Activity Purpose Statement	The purpose of the Homestead Housing Preservation activity is to provide single and multi-family tax delinquent properties for non-profit redevelopers and income-qualified DC residents in order to increase the number of affordable units, providing additional opportunities for home ownership.
Services that Comprise the Activity	Homestead Loans Property Eligibility Reviews Title Search Requests Lien Holder Research Services Mennonite Notices Tax Deeds Title Acquisitions Inspections (contracted) Architectural Inspections (contracted) Lottery Ads RFP Reviews for Commercial and Multi-Family Projects Applicant Reviews Lottery Eligibility Reviews Underwriting Services Lotteries Housing Counseling Services (contracted) Property Maintenance Contract Management On-Going Monitoring Services
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>80% of housing units in the lottery that are rehabilitated within two years 90% of lottery winners who stay in a rehabilitated unit for five years</p> <p><u>Outputs:</u></p> <p>5 vacant/tax delinquent properties sold to first-time homebuyers 5 Homestead Loans 5 title acquisitions</p> <p><u>Demand:</u></p> <p>2,000 lottery applicants 1,500 lottery participants</p> <p><u>Efficiency:</u></p> <p>N/A</p>
Responsible Program Manager	Robert Mulderig, Deputy Director, Residential and Community Services
Responsible Activity Manager	Carlynn Fuller, Acting Administrator, Homestead and HPAP Programs
FY 2005 Budget (Gross Funds)	\$1,910,006
FTE's	6

PROGRAM	HOMEOWNERSHIP AND HOME REHABILITATION ASSISTANCE
Activity	Home Ownership Development Incentive Fund
Activity Purpose Statement	The purpose of the HODIF activity is to provide grants to non-profit housing providers so they can build or rehabilitate affordable homeowner units.
Services that Comprise the Activity	Grants Payment Document Reviews
Activity Performance Measures	Results: <i>(Key Result Measures Italicized)</i> 10 affordable homeowner units produced Outputs: N/A Demand: N/A Efficiency: N/A
Responsible Program Manager	Robert Mulderig, Deputy Director, Residential and Community Services
Responsible Activity Manager	Carlynn Fuller, Acting Administrator, Homestead and HPAP Programs
FY 2005 Budget (Gross Funds)	\$150,000
FTE's	0 – FTEs contained in Home Purchase Assistance Program

PROGRAM	AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT
Activity	Development Finance Division (DFD) Project Funding
Activity Purpose Statement	The purpose of the DFD Project Funding activity is to provide development financing and regulatory oversight to non-profit and for-profit developers so they can develop properties as affordable ownership and rental units and neighborhood community/commercial facilities.
Services that Comprise the Activity	Application Confirmations Application Completeness Reviews Project Management Kickoff Meetings Environmental Review Requests Construction Overviews Monitoring Overviews Post-Project Completion Compliance Services Underwriting Memos Architectural Overviews Monitoring Reports Funding Request Presentations Approval Letters Rejection Letters Commitment Letters Loan Closings Project Monitoring Services
Activity Performance Measures)	<p>Results: <i>(Key Result Measures Italicized)</i> 75% of RFP funds committed by end of fiscal year (FY5 target: 90%) 100% of targeted multi-family units funded for rehabilitation (FY05 target: 100%) 100% of targeted new housing units funded (FY05 target: 100%) 1:4.50 Public to private leverage ratio on financed projects 6 months average time to process Development Finance Loans 4 neighborhood support community and commercial facilities 60% projects funded within strategic areas</p> <p>Outputs: 40-45 loan/grant closings (projects funded)</p> <p>Demand: N/A</p> <p>Efficiency: N/A</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Victor Selman, Supv. Project Manager and Dwight Reeves, Special Projects Manager, James Thackaberry, Senior Project Manager
FY 2005 Budget (Gross Funds)	\$104,207,265
FTE's	43

PROGRAM	AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT
Activity	Tenant Apartment Purchase
Activity Purpose Statement	The purpose of the Tenant Apartment Purchase activity is to provide contractor and tenant association funding (grants and low and no interest loans to tenant associations for: Seed Money Loans; Earnest Money Deposit Loans; Acquisition Loans; Construction Loans and Permanent Financing), contract management, and education, property management and training services to tenant associations and low to moderate income families so they can be prepared to enter into homeownership and become owners of their buildings.
Services that Comprise the Activity	Contractor Referrals Outreach Services Vendor Contracts Contractor Payments Contractor Compliance Services Tenant Association Meetings Seed Money Loan Application Reviews Earnest Money Loan Application Reviews Acquisition Money Loan Application Reviews Loan Underwriting Services Property Appraisals Commitment Letters Loan Closings Fund Disbursements Loan Monitoring Services Inspections Property Management Services Tenant Association Education Services Bulk Purchasing Services
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>)</p> <p><i>100% of target number families assisted to convert apartments (FY05 target: 100%)</i></p> <p><i>100% of tenant organizations and households provided training, management and other assistance for first right to purchase and apartment conversion (FY05 target: 100%)</i></p> <p>100 tenant associations assisted</p> <p>40% of families purchasing units as a percentage of # of families attempting to purchase units</p> <p>Outputs:</p> <p>4,000 families assisted</p> <p>500 families attempting to purchase units</p> <p>200 families purchasing units</p> <p>Demand:</p> <p>N/A</p> <p>Efficiency:</p> <p>N/A</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Robert Simon, Jr., Administrator, Tenant Apartment Purchase Program
FY 2005 Budget (Gross Funds)	\$2,651,200
FTE's	0 – FTEs included in Development Finance Division Project Funding

PROGRAM	AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT
Activity	Real Estate Acquisition and Disposition
Activity Purpose Statement	The purpose of the Real Estate Acquisition and Disposition activity is to provide disposition management of District-owned parcels to developers so they can fulfill pre-determined development purposes/priorities (i.e. affordable housing units, retail/commercial space, cultural/entertainment facilities, job and revenue creation, etc.)
Services that Comprise the Activity	Land Disposition RFP Preparations Unsolicited Proposal Evaluations Solicited Proposal Evaluations Appraisals Exclusive Rights Agreements (ERAs)/Option Agreements Land Disposition Agreements (LDAs) Real Estate Closings Environmental Closings Contract Negotiations Eminent Domain Purchases
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 2 District-owned properties sold for redevelopment 25% Ratio of land cost to total development cost</p> <p>Outputs: 2 LDAs executed 2 RFPs issued</p> <p>Demand: 2 District-owned parcels anticipated to be disposed</p> <p>Efficiency: N/A</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
FY 2005 Budget (Gross Funds)	\$416,000
FTE's	0 – FTEs included in Development Finance Division Project Funding

PROGRAM	AFFORDABLE HOUSING/REAL ESTATE DEVELOPMENT
Activity	Title VI Housing Act
Activity Purpose Statement	The purpose of the Title VI Housing Act activity is to transfer funds to the Office of Tax and Revenue to fund tax credits authorized under Title VI of the Housing Act of 2002.
Services that Comprise the Activity	Transfer of funds to the Office of Tax and Revenue
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> N/A</p> <p>Outputs: N/A</p> <p>Demand: N/A</p> <p>Efficiency: N/A</p> <p>Note: This is a pass-through account only. DHCD does not administer these funds.</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	None. This is a pass-through account only. DHCD does not administer these funds.
FY 2005 Budget (Gross Funds)	\$500,000
FTE's	0

PROGRAM	NEIGHBORHOOD INVESTMENT
Activity	Neighborhood Based Activities
Activity Purpose Statement	The purpose of the Neighborhood Based Activities activity is to provide funding to neighborhood-based agencies so they can provide (1) technical and commercial development assistance to businesses; and (2) housing counseling, economic opportunities, and neighborhood services to income-qualified residents.
Services that Comprise the Activity	<div> <div> RFAs Pre-Proposal Conferences Proposal Reviews Grant Awards Project Management Services Facades (contracted) Home Rehabilitations (contracted) Training Classes (contracted) Job Placements (contracted) Youth Services (contracted) Technical Assistance Services (contracted) Housing Counseling Services </div> <div> Eviction and Displacement Counseling Services Housing Application Assistance Services Household Budgeting Training Classes Legal Support Services Section 8 Rental Voucher Assistance Services Tenant Assistance Services with Expiring Section 8 Housing Homebuyer Counseling Services Mortgage Default Counseling Services </div> </div>
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> 98% of businesses applying for technical assistance services to those for which services are successfully provided (FY05 target: 98%) 96% of households applying for housing counseling services to those which services are successfully provided (FY05 target: 96%) 150 individuals receiving job training and support linked to development investments, neighborhood-based programs, and other DC Agencies 30 single family homes rehabilitated in target neighborhoods</p> <p><u>Outputs:</u> 40 proposal reviews</p> <p><u>Demand:</u> 4,100 households requesting counseling for housing crisis/opportunity, including homeownership counseling 40 households requesting rehabilitation assistance</p> <p><u>Efficiency:</u> \$450 per household receiving counseling</p>
Responsible Program Manager	Robert Mulderig, Deputy Director, Residential and Community Services Division
Responsible Activity Manager	Lamont Lee, Administrator, Community Services Program
FY 2005 Budget (Gross Funds)	\$8,70,555
FTE's	12

PROGRAM	EMERGENCY SHELTER GRANT MANAGEMENT PROGRAM
Activity	Emergency Shelter Grant Management
Activity Purpose Statement	The purpose of the Emergency Shelter Grant Management activity is to provide oversight, funding and compliance monitoring services to Community Partnership for the Prevention of Homelessness in order to prevent homelessness and enable individuals and families to move toward independent living.
Services that Comprise the Activity	Contract Compliance Monitoring Services ESG Program Management Services Payment Distributions ESG Performance Reports (DHCD) HDS Reports (HUD) Environmental Review Requests
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p><i>100% of Emergency Shelter Grant funds appropriately spent within 2 years of receipt (FY05 target: 100%)</i></p> <p><i>100% of households assisted with emergency eviction prevention grants (FY05 target: 100%)</i></p> <p><i>100% of households provided shelter in 45-unit shelter supported by ESG (FY05 target: 100%)</i></p> <p>75% of individuals receiving emergency assistance who are still in their housing unit 90 days later*</p> <p><u>Outputs:</u></p> <p><u>Demand:</u> N/A</p> <p><u>Efficiency:</u> N/A</p> <p>* Measures are negotiated each grant year. All data provided through the Office of Deputy Mayor for Children, Youth, Families and Elders. DHCD monitors grant agreement.</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Wanda Pope, Project Manager
FY 2005 Budget (Gross Funds)	\$795,000
FTE's	.75

PROGRAM	ECONOMIC AND COMMERCIAL DEVELOPMENT
Activity	Economic Development
Activity Purpose Statement	The purpose of the Economic Development activity is to provide HUD Section 108 loans and micro business loans to small businesses and commercial developers in order to create jobs, neighborhood retail/service opportunities and business financial support
Services that Comprise the Activity	Section 108 Loans Micro Business Loans Environmental Assessments Underwriting Loans Loan Servicing
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 100% of micro-loan applications approved through H Street CDC (FY05 target: 100%) 60% of businesses that are current on their loans 2 neighborhood retail/service opportunities created</p> <p>Outputs: 5 micro business loans, average \$22,000</p> <p>Demand: N/A</p> <p>Efficiency: N/A</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Dwight Reeves – Special Projects Manager, Development Finance Division
FY 2005 Budget (Gross Funds)	\$640,169
FTE's	0 – FTEs included in Development Finance Division Project Funding

PROGRAM	ECONOMIC AND COMMERCIAL DEVELOPMENT
Activity	Real Estate Services and Property Management
Activity Purpose Statement	The purpose of the Real Estate Services and Property Management activity is to provide appraisals, title searches and property management services to DHCD so they can have the timely and necessary information to purchase property for development.
Services that Comprise the Activity	Contract Management Services MOUs Appraisals (contracted) Title Searches (contracted) Appraisal/Title Search Reviews Property Visits Maintenance and Security Services Relocation Services
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 75% of inventory of properties maintained on schedule (FY05 target: 75%)</p> <p>Outputs: 200 title searches completed 60 appraisals completed 20 properties managed</p> <p>Demand: 16 properties in inventory</p> <p>Efficiency: 100% of title searches completed within specified timelines (1 to 10 title searches within 15 days and over 10 title searches within 30 days) 100% of appraisals completed within 60 days \$250-400 per title search completed \$2,000-5,000 per appraisal completed</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Laverne Law, Administrative Services Officer
FY 2005 Budget (Gross Funds)	\$366,799
FTE's	3

PROGRAM	ECONOMIC AND COMMERCIAL DEVELOPMENT
Activity	National Capital Revitalization Corporation
Activity Purpose Statement	The purpose of the National Capital Revitalization Corporation (NCRC) activity is to transfer funds to the NCRC as authorized under the inter-agency agreement between DHCD and NCRC.
Services that Comprise the Activity	Various NCRC services.
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> N/A</p> <p>Outputs: N/A</p> <p>Demand: N/A</p> <p>Efficiency: N/A</p> <p>Note: This is a pass-through account only. DHCD does not administer these funds.</p>
Responsible Program Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
Responsible Activity Manager	Lawrence C. Cager, Jr., Deputy Director, Development Finance Division
FY 2005 Budget (Gross Funds)	\$1,200,000
FTE's	0

PROGRAM	AGENCY MANAGEMENT
Activity	Personnel
Activity Purpose Statement	The purpose of the personnel activity is to provide human resources services to department management so they can hire, manage, and retain a qualified and diverse workforce.
Services that Comprise the Activity	<p>Workforce Plans Candidate Selection Recommendations Recruitment Plans Job Postings Job Analyses and Classification Personnel Policy Interpretations Personnel Policy Recommendations Legal and Regulatory Interpretations Personnel Policy and Procedure Updates Employee Complaint/Grievance Investigation Reports Grievance Hearings Employee Interviews Benefit Consultations Employee Inquiry Responses Organization Development Facilitations and Consultations Other</p>
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 2% DHCD vacancy rate [DHCD vacancy rate will be calculated quarterly. The formula to calculate= # of vacant authorized DHCD positions/# of authorized DHCD positions.] 5% reduction in DHCD employee turnover rate as compared with FY 2003 baseline data. DHCD had a 5% turnover rate in FY03 Formula to calculate data = # of CFT and TFT DHCD employees who leave the agency within a fiscal year / # of CFT and TFT DHCD employees authorized in the fiscal year 100% of workforce plan commitments met</p> <p>Outputs: 131 employees (FTEs) supported 6 exit interviews conducted 115 budgeted positions filled 1 workforce action plan actions completed on time 0 employee complaint investigation reports completed</p> <p>Demand: 131 authorized FTE positions in DHCD budget 6 workforce plan actions anticipated</p> <p>Efficiency: 1:58 Ratio of HR staff to total personnel (FTEs) 100% HR cost as a % of HR budget \$4,333 Total personnel costs per FTE</p>
Responsible Program Manager	Versie Smith, Director, Human Resources Division
Responsible Activity Manager	Loretta Hill-Dodson, Human Resources Specialist
FY 2005 Budget (Gross Funds)	\$139,935
FTE's	2

PROGRAM	AGENCY MANAGEMENT
Activity	Training and Employee Development
Activity Purpose Statement	The purpose of the training and employee development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Training Classes, Seminars and Workshops Occupational Certification Sessions Computer-based Training Sessions Tracking System Internal Educational Consulting Sessions Employee Handbooks Training Assessments Program Management (Special Programs) Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>70% of training session participants report they learned new skills they can use on the job</p> <p>70% of all training requests fulfilled within six (6) months</p> <p>10% increase of employees who receive occupational-related certification as compared with FY 2002 baseline data</p> <p>55% of DHCD personnel receive training and cross-training to increase internal capacity</p> <p>75% of new hires trained in customer service within the first 90 days of employment</p> <p>Outputs:</p> <p>70 participant training days 115 employees trained</p> <p>Demand:</p> <p>25 training applications expected</p> <p>Efficiency:</p> <p>\$0 per training day for "no-shows" \$3,136 Total training cost per training participant day</p>
Responsible Program Manager	Versie Smith, Director, Human Resources Division
Responsible Activity Manager	Angela Nottingham, Training Specialist
FY 2005 Budget (Gross Funds)	\$268,564
FTE's	3

PROGRAM	AGENCY MANAGEMENT
Activity	Labor Management Partnership
Activity Purpose Statement	The purpose of the labor management partnership activity is to create a structure in which DHCD can proactively and collaboratively resolve workplace issues.
Services that Comprise the Activity	Labor-Management partnership action plans Labor-Management partnership best practices L-M Partnership Communication/Promotional materials (e.g. newsletter) Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> \$0 saved by agency-based labor management partnership project(s) (Does not apply to DHCD)</p> <p>Outputs: 1 agency partnership 1 agency partnership project completed 2 planned training programs delivered</p> <p>Demand: 1 agency administrations and or bargaining unit (partnership opportunities) 1 agency partnership project initiated or ongoing from prior year(s) 2 training programs planned</p> <p>Efficiency: \$0 per agency partnership formed \$0 per agency partnership project completed \$640 per training program delivered</p>
Responsible Program Manager	Versie Smith, Director, Human Resources Division
Responsible Activity Manager	Angela Nottingham, Training Specialist
FY 2005 Budget (Gross Funds)	\$48,021
FTE's	0.7

PROGRAM	AGENCY MANAGEMENT
Activity	Contracting and Procurement
Activity Purpose Statement	The purpose of the contracting and procurement activity is to provide contracts management, purchasing, and technical assistance to department management and staff so they can obtain the services and commodities they need within budget, on time, and according to customer specifications.
Services that Comprise the Activity	Contract Preparation, Administration, Monitoring and Compliance Bid Requests/Recommendations Change Orders Technical Assistance Purchase Reports Other
Activity Performance Measures	See OCP Budget: All services provided as contractual services.
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	
FY 2005 Budget (Gross Funds)	\$48,021
FTE's	0.7

PROGRAM	AGENCY MANAGEMENT
Activity	Property Management
Activity Purpose Statement	The purpose of the facility support activity is to provide real estate and facility services to agencies to meet their real estate/facility needs so they can meet their programmatic goals to DHCD staff a timely, efficient, and effective manner in keeping with current District operations, industry standards and best practices.
Services that Comprise the Activity	<div> Strategic planning Site Acquisition Lease Negotiations Lease management Lease administration Space planning Space Allocations Utility Management Fixed Cost Projections Security Services Emergency Response </div> <div> Relocation Support Facility Services Contract Management Postal Services Capital Construction Parking Services Facility Coordination Furniture Relocations Recycling Services Other </div>
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 65% of changes in real estate requirements filed with OPM with at least six months notice 75% of facility improvement projects in DHCD facilities will be completed on time and on budget</p> <p>Output: \$30,000 of recycled materials/supplies purchased \$50,000 of materials/supplies purchased</p> <p>Demand: 1 change order anticipated for real estate requirements 2 anticipated facility improvement projects \$30,000 of anticipated recycled materials/supplies to be purchased \$50,000 of anticipated ALL materials/supplies to be purchased</p> <p>Efficiency: \$23,595 internal support costs per employee (agency-wide)</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Laverne Law, Administrative Services Officer
FY 2005 Budget (Gross Funds)	\$4,128,604
FTE's	13

PROGRAM	AGENCY MANAGEMENT
Activity	Information Technology
Activity Purpose Statement	The purpose of the information technology activity is to provide network, telephone, and computer hardware and software support and information services to department management and staff so they can use technologies to produce, communicate, and manage information without undue delay.
Services that Comprise the Activity	Computer Installation, Repair, Upgrades and Preventative Maintenance Service Calls Computer Hardware/Software Support Programming LAN Maintenance Software Licenses and Upgrades Long Range Information Systems Plans Website Hosting and Management Email Accounts Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>75% of service requests responded to within 2 business days</p> <p>Outputs: 143 workstations supported 260 service call responses handled 50 technological solutions implemented</p> <p>Demand: 131 users 150 DHCD activities</p> <p>Efficiency: \$182 of information technology support costs per workstation</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Rene Snowden, Supervisory Computer Specialist
FY 2005 Budget (Gross Funds)	\$701,126
FTE's	9

PROGRAM	AGENCY MANAGEMENT
Activity	Financial Services
Activity Purpose Statement	The purpose of the financial services activity is to provide financial and budgetary information to department program/administrative units in order to ensure the appropriate collection/allocation, utilization and control of city resources.
Services that Comprise the Activity	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Annual Financial Report Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management Other
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>) <5% variance of estimate to actual expenditure (FY05 target: <5%) 5% variance of estimate to actual revenue 10% expenditure variance by program agency wide 90% of external audit findings resolved within 90 calendar days 70% of internal audit findings resolved within 90 calendar days</p> <p>Outputs: 4 monthly reports sent to program managers within established timeframes 12 grants draw-downs per month</p> <p>Demand: 32 responsibility centers maintained</p> <p>Efficiency: \$97 budget dollars per dollar of financial monitoring expense</p>
Responsible Program Manager	Stanley Jackson, Director and Robert Trent, Chief of Staff
Responsible Activity Manager	George Dines, CFO
FY 2005 Budget (Gross Funds)	\$1,306,714 + (\$813,356 - AFO program)*
FTE's	3 + (11- AFO program)

* The Agency Financial Operations (AFO) program was developed during the FY 2005 budget process to identify the costs associated with providing comprehensive and efficient financial management services to and on behalf of District agencies. The AFO program includes the funding and FTE count for all Office of the Chief Financial Officer FTEs assigned to Performance-Based Budgeting (PBB) District agencies. While the costs of this program are separately budgeted, the Agency Strategic Business Plans have not yet been updated to include Activity Purpose Statements for the three activities in the AFO program: (1) Budget Operations, (2) Accounting Operations, and (3) Associate Chief Financial Officer. The plans will be updated accordingly in the future; in the interim, these costs are being highlighted in the Financial Services activity of the Agency Management program.

PROGRAM	AGENCY MANAGEMENT
Activity	Risk Management
Activity Purpose Statement	The purpose of the risk management activity is to provide risk mitigation strategies and services to DHCD and its employees so they can avoid exposure to risks and reduce the likelihood of injury and related costs.
Services that Comprise the Activity	Risk Assessments Risk Mitigation Plans Risk Reduction Policies Incident Analyses Risk Mitigation Plan Audits Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>Cost of Risk (FY04 target: TBD; FY05 target: TBD)</i> 10% reduction of employees injured receiving medical attention as compared with FY 2003 baseline data 10% reduction in the number of vehicle-related accident claims as compared with FY 2003 baseline data</p> <p>Outputs: 5 logged medical attention injury reports 5 medical attention injury reports investigated 4 risk assessments completed</p> <p>Demand: 4 risk assessments</p> <p>Efficiency: \$40 per incident investigated</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Robert Hayden, Disposition Analyst, DFD
FY 2005 Budget (Gross Funds)	\$48,021
FTE's	0.7

PROGRAM	AGENCY MANAGEMENT
Activity	Legal Services
Activity Purpose Statement	The purpose of the legal services activity is to provide legal advice, review, and support to DHCD staff so they can ensure that the services provided by DHCD are consistent with D.C. and federal laws, rules, and regulations.
Services that Comprise the Activity	Legal Sufficiency Reviews Statutory & Regulatory Interpretations Claims Reviews Legal Opinions Copies of Laws & Regulations Regulation Drafts Contract Reviews Consultations Research Opinions Liaisons to Office of Corporation Council (OCC) Other
Activity Performance Measures	<p>Results: 90% of requests for legal advice/review responded to within established timeframes (due dates vary on a case by case basis). 90% of claims and lawsuits responded to within 30 business days of receipt 90% of agency actions (hearing appearances, reports filed, etc) required by court order met within agreed timetables[†]</p> <p>Outputs: 75-100 requests for legal advice/review responded to 3 claims/lawsuits responded to 15-20 of amendments to laws, rules, regulations, and policies drafted, reviewed, and finalized Additional measure: 150-200 transactional documents prepared</p> <p>Demand: 3 citizen/vendor claims and lawsuits anticipated</p> <p>Efficiency: N/A</p>
Responsible Program Manager	Stanley Jackson, Director and Robert Trent, Chief of Staff
Responsible Activity Manager	Dena C. Reed, Esq., Chief, Economic Development Section, OCC
FY 2005 Budget (Gross Funds)	\$821,305
FTE's	1.847

Measures edited by Dena Reed, 3/10/03

* The FOIA request was moved to Communications.

[†] To be measured by the Office of Corporation Counsel and the Office of Risk Management

PROGRAM	AGENCY MANAGEMENT
Activity	Fleet Management
Activity Purpose Statement	The purpose of the fleet management activity is to provide new and replacement vehicle and equipment services, requested repair services, preventive and preparatory equipment maintenance services, and fuel, lubricant, and parts services to DHCD and other designated agencies so they can have the appropriate equipment/vehicles required to deliver timely and efficient services, can have safe, working vehicles in a timely manner, can have safe and reliable vehicles that are able to do the job, and can operate their vehicles/equipment required to deliver timely and efficient services.
Services that Comprise the Activity	Preventive Maintenance Schedules (PMS) Bid Requests Motor Pool Cars Long Term Vehicle Leases Vehicle Rentals Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>90% of mission critical fleet within useful life cycle (based on industry standards)</p> <p>90% of vehicle/equipment orders processed by Fleet Management within 72 hours</p> <p>90% of agencies satisfied with purchase/lease services</p> <p>75% of vehicles meeting government alternative fuel requirements</p> <p>98% of mission critical fleet available for daily operations</p> <p>90% of scheduled preventive maintenance (PM) completed monthly</p> <p>Outputs:</p> <p>0 replacement vehicles purchased</p> <p>0 new vehicles purchased</p> <p>0 vehicles leased/rented</p> <p>0 completed PMs</p> <p>Demand:</p> <p>0 vehicle purchases/leases anticipated in the replacement schedule</p> <p>64 anticipated scheduled PMs</p> <p>0 anticipated scheduled preparation</p> <p>16 vehicles in the fleet</p> <p>Efficiency:</p> <p>\$0 per vehicle purchased</p> <p>\$50 per PM by vehicle class</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Managers	Laverne Law, Administrative Services Officer
FY 2005 Budget (Gross Funds)	\$78,021
FTE's	0.7

PROGRAM	AGENCY MANAGEMENT
Activity	Communications
Activity Purpose Statement	The purpose of the communications activity is to provide regular program communication services to DHCD employees to enhance the knowledge and information they need to be effective in their jobs; and to provide timely, and accurate departmental information to the media, community associations, residents, elected officials and other stakeholders to increase public awareness of departmental programs, issues and challenges.
Services that Comprise the Activity	Newsletters Informational Bulletins Informational Meetings/seminars Public Hearings Internal Council/Forum Sessions/Meetings Media Request Responses Promotional Campaigns Posters, Brochures, and Newsletters Supported Special Events Speaking Engagements Media Outreach Services Website Content Workshops Freedom of Information Act (FOIA) Reports Congressional Inquiry Responses Council Inquiry Responses Other
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>) 85% of media articles relating to DHCD are favorable (estimate will be based on PIO log rather than on monitoring service report) 95% of FOIA requests responded to within 10 business days of receipt</p> <p>Outputs: 1,300 employee information pieces produced for distribution 50 of media requests handled 125 speaking engagements delivered</p> <p>Demand: 135 DHCD employees 6 annual outreach campaigns 50 media requests</p> <p>Efficiency: \$1.30 per informational piece developed \$1.00 per media request handled</p>
Responsible Program Manager	Paul Savage, Deputy Director, Strategy and Communications
Responsible Activity Manager	Juanita Britton, Public Information Officer and Beatrix Fields, Legislative Affairs Specialist; and Pamela Hillsman, Community Development Resource Specialist.
FY 2005 Budget (Gross Funds)	\$810,212
FTE's	10

Section edited by Paul Savage, 3-10-03

PROGRAM	AGENCY MANAGEMENT
Activity	Customer Service*
Activity Purpose Statement	The purpose of the customer service activity is to implement the District's customer service standards so that customers can access and receive DHCD services in a satisfactory professional, responsible and timely manner.
Services that Comprise the Activity	<p>Telephone number Verifications Performance Data and Trend Analysis Reports Internal Quality Assurance Monitoring Services Agency Call Center Responses (Where Applicable) Agency Call Center Intakes (Where Applicable) Acknowledgment Letters to Constituents Letter Routing and Tracking Services Customer Service Technology System Installations Customer Service Technology System Training Sessions Customer Service Business Partner Sessions Customer Service Information Reference Materials Customer Service Public Service Announcements Service Delivery Schedules Customer Service Awards and Acknowledgements Agency-specific Customer Surveys</p>
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>Rating of 4-5 on all four telephone service quality criteria</i> 1) <i>Courtesy</i>, 2) <i>Knowledge</i>, 3) <i>Etiquette</i> and 4) <i>Overall Impression</i> (FY04 target: 4; FY05 target: 4)</p> <p>58% of Telephone calls returned within 48 hours 62% of Calls to Agency Call Center answered within 2.5 minutes (where applicable) 90% of Voice Mail Boxes with appropriate greeting 85% ALL Correspondence acknowledged within 48 hours 100% Correspondence to Mayor acknowledged within 48 hours 100% US Mail Correspondence to agency acknowledged within 48 hours 90% E-Mail Correspondence to agency acknowledged within 48 hours 90% of ALL Correspondence resolved within timeframe committed 90% of Correspondence to Mayor resolved within timeframe committed 90% of US Mail Correspondence to agency resolved within timeframe committed 90% of E-Mail Correspondence to agency resolved within timeframe committed 100% of eligible agency employees who receive customer service training</p> <p>Outputs: 300 letters and e-mail to the Mayor routed to [Agency] 350 letters and e-mail received directly by agency 4 performance/trend reports 90 agency employees trained in customer service</p> <p>Demand: 300 letters and e-mail to the Mayor routed to [Agency] anticipated 300 letters and e-mail received directly by agency anticipated 4 performance/trend reports anticipated 115 agency employees eligible to be trained in customer service</p> <p>Efficiency:</p>

* See http://dc.gov/mayor/customer_service/index.shtml for details on the District's Customer Service Standards

	N/A
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Laverne Law, Administrative Services Officer
FY 2005 Budget (Gross Funds)	\$49,021
FTE's	0.7

PROGRAM	AGENCY MANAGEMENT
Activity	Performance Management
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance reporting and evaluation services to the Mayor, Council, Congress and the general public so they can assess the extent to which District agencies achieve their strategic goals and performance targets.
Services that Comprise the Activity	Agency Strategic Business Plans (Biennial) Performance Contracts (Annual) Monthly Performance Reports Performance Accountability Plans (Incorporated Into Budget) Performance Accountability Reports to Council Scorecards Neighborhood Cluster Database
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>) 70% of Key Result Measures Achieved (FY05 target: 70%) 80% of Neighborhood Cluster Database commitments achieved 100% of FY 2004 Performance Evaluations of PMP-eligible employees conducted 100% of FY 2004 Individual Performance Plans developed for PMP-eligible employees completed</p> <p>Outputs: 12 monthly performance reports 4 quarterly Scorecard updates 13 performance evaluations of PMP-eligible employees conducted 13 Individual Performance Plans developed for PMP-eligible employees</p> <p>Demand: 12 monthly performance reports 4 quarterly Scorecard updates 13 PMP-eligible employees due for FY 2004 evaluations 13 PMP-eligible employees on staff in FY 2004</p> <p>Efficiency: \$0 per monthly report \$0 per performance evaluation \$0 per individual performance plan \$0 per scorecard</p>
Responsible Program Manager	Robert Trent, Chief of Staff
Responsible Activity Manager	Kay McGrath, Special Assistant, Versie Smith, Director, Human Resources Division, and Vanessa Akins, Director Strategy and Planning
FY 2005 Budget (Gross Funds)	\$144,774
FTE's	2

PROGRAM	PROGRAM MONITORING AND COMPLIANCE
Activity	Contract Compliance
Activity Purpose Statement	The purpose of the Contract Compliance activity is to provide oversight and monitoring services of DHCD projects to ensure the Department's use of project funds fully complies with HUD and District regulations.
Services that Comprise the Activity	Environmental Reviews Compliance Checklists Site Visits Compliance Reviews Progress Payment Reviews Fair Housing Compliance and Outreach Services
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 80% of Environmental Reviews (ERs) completed within 45 days (FY05 target: 80%)</p> <p>Outputs: 60 compliance checklists completed 75 site visits for compliance reviews</p> <p>Demand: 25 closed development projects that require Davis-Bacon/affirmative action monitoring</p> <p>Efficiency: N/A</p>
Responsible Program Manager	Wilma Matthias, Director, Program Monitoring and Compliance
Responsible Activity Manager	Curtis Foy, Supervisory Program Analyst
FY 2005 Budget (Gross Funds)	\$634,528
FTE's	11

PROGRAM	PROGRAM MONITORING AND COMPLIANCE
Activity	Quality Assurance
Activity Purpose Statement	The purpose of the Quality Assurance activity is to provide program review and performance evaluation to DHCD and contractors so they can operate in full compliance of regulations in the most effective and efficient manner possible.
Services that Comprise the Activity	Monitoring Review Reports Site Visits HUD/IG Responses Audit Liaison Services
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> 50% reduction of CAFR, A133 and HUD findings (DHCD & Contractors)(FY05 target: 50%) 80% of QA Program Review recommendations accepted & implemented 80% of CAFR A-133 & OIG recommendations implemented with required timeframes</p> <p><u>Outputs:</u> 30 Program Review Reports 30 monitoring review site visits</p> <p><u>Demand:</u> N/A</p> <p><u>Efficiency:</u> N/A</p>
Responsible Program Manager	Wilma Matthias, Director, Program Monitoring and Compliance
Responsible Activity Manager	Ken Taylor, Supervisory Compliance Specialist
FY 2005 Budget (Gross Funds)	\$50,000
FTE's	0 – FTEs included under Program Monitoring and Compliance